I. IDENTIFYING INFORMATION

Course:       MSA 698 – Directed Administrative Portfolio  
Term:        Fall 2019  
CRN:          22374918  
Location:    229 Rowe  
Course Dates and Times:   (Selected Thursdays 8/29/19 through 12/12/19, 5:30-8:20 pm)  
See Section VI. COURSE OUTLINE/ASSIGNMENTS below

Instructor:    Dr. Richard L. Hayes  
E-Mail Address:    hayes1rl@cmich.edu  
Phone Numbers:     989-774-6525  
Office Hours: Before or after class sessions, by appointment, and always available by email.

Academic Biography:

Dr. Richard L. Hayes has over 37 years’ experience in all facets of research, system theory, personnel management, building technology, architecture and the construction industry. For the American Institute of Architects in Washington DC he was Director of Knowledge Resources where he developed, directed, and identified emerging topics in the profession of architecture. For 14 years Dr. Hayes ran the AIA’s Research for Practice Program that included the Upjohn Research Initiative. Major projects included The Architect’s Handbook of Professional Practice 15th edition (the industry standard for firm management), Architectural Graphic Standards 12th edition as well as overseeing the AIA’s Architect’s Knowledge Resource Program.

His past professional work experience also includes being with the Center for Public Buildings of The Georgia Institute of Technology on assignment to the Naval Facilities Engineering Command Headquarters serving as their Chief Historic Architect. He has also been the Director of an Architecture Department for a private sector firm and a Research Architect for the US Army Corp of Engineers Construction Engineering Research Laboratory of Champaign, Illinois.

Dr. Hayes' professional registration includes architectural licenses in Michigan, Wisconsin, Virginia and a NCARB Certificate. Georgia Tech awarded his Ph.D. focusing on architectural theory in 1995. From 2005 until 2016 he was a Certified Association Executive (CAE) and in 2014 he earned a Project Management Professional (PMP) certificate. Since 2003 he has taught for CMU’s Global Campus, and in 2016 joined the main campus faculty. Class assignments include MSA core classes (research methods, strategic planning, and multiculturalism), other MSA courses, and IET courses primarily in the Engineering Management concentration.
**Prerequisites:** Completion of 27 hours of graduate credits, including MSA 600, 601, 602, 603 or 604 (with grade of "C" or better)

**II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

**Required Text:**
- Textbooks for MSA 600, 601, 602, 603, and 604

**Other Materials:** To be determined.

**III. COURSE DESCRIPTION**

Intensive writing course integrating MSA core and concentration courses by developing a series of significant papers germane to current administrative issues. This course may be offered in an online or hybrid format.

The course format is classroom instruction and student research/writing supported by instructor-student conferences scheduled as necessary. The classroom portion leads to the development of five comprehensive papers, covering MSA 601, 602, 603, and 604, and a Final critical analysis paper. Central to each paper is the integration of the student’s area of concentration. This research is then folded into a fifth critical analysis paper which summarizes the learning that has taken place throughout the degree program, and includes a brief presentation to the Instructor.

**IV. COURSE GOALS AND OBJECTIVES**

Upon successfully completing this course, the student will be able to:

1. Construct applied research projects in the field of Administration.
2. Analyze administrative issues and problems critically and creatively.
3. Identify, collate, synthesize, analyze, and use scholarly research sources to generate research questions to examine a professional work-related problem.
4. Propose and apply quantitative and/or qualitative research methods to examine a professional work-related problem.
5. Evaluate research findings and make recommendations based on literature and data analysis.
6. Select and effectively present findings and recommendations to solve or improve upon professional work-related problems.
7. Choose key concepts from MSA core and concentration courses to produce meaningful research.
V. METHODOLOGY

Lecture/Demonstration/Discussion. Laptops are permitted as long as they are used for note-taking purposes.

Student Expectations:

At CMU you are expected to make sure you are ready for interacting. Does your learning style match with an accelerated course pace? Do you have the time to dedicate to an interactive course? CMU MSA 698 courses are not self-paced courses, you must meet the due dates, timelines and participation requirements established by the instructor. The estimated amount of time students should commit (each week) to learning, is provided in the course syllabus. Capstone learning has the same level of academic rigor and possibly more of a challenge as conventional classroom courses.

- Ensure the personal technology used during the course will be sufficient to effectively interact with Blackboard technology the course content delivery system. REQUIRED - if not certain contact the CMU Helpdesk
- Ensure awareness of course structure, learning goals, academic requirements and due dates. This information is provided in the course syllabus and website documents. If something is not clear, ask questions during the first week of the course. You are responsible for your education, failure to understand is not an acceptable reason for not completing an academic activity or meeting activity expectations.
- Meet all appropriate deadlines – from the application process to the course assignment deadlines to preparing for graduation there are deadlines every step of the way that have been established to make the process easier for students to achieve their goals. It is your responsibility to meet all appropriate deadlines. Routinely review the CMU Online Academic Calendar and adhere to deadlines. Start with completing your official application documents within the first term to meeting graduation intent deadlines.
- Use your CMU email – CMU email is your official notification for all that goes on with your online program and events and notices related to the University. Be sure to read your email and keep all correspondence with CMU staff and faculty for future reference.
- Make sure that your computer meets the technical requirements and that you have adequate Internet connection. Students must have access to a working computer that they have administrator rights on and access to the Internet
- Understand and follow the course syllabus.
- Work with your instructor.
- You can expect a response from me to your emails within 24 hours, usually much less. We can schedule a telephone call at any time. Feedback regarding assignments, discussion boards, papers, and exams will be within one week of the due dates.
- Be courteous, polite and respectful – Inappropriate behaviors and comments will not be tolerated.
- Be ethical in your coursework – Cheating, plagiarism, and other such behaviors will not be tolerated at CMU. Specific penalties will be determined by the
faculty and the consequences will adhere to CMU policy. Further, CMU and instructor ethics call for fairness and consistency in running the course. Syllabus academic requirements and expectations will be equally applied. Exceptions will (only) be provided within the framework provided in the syllabus.

- Notify the University re: American with Disability Act - Eligible students, with documentation, are provided equal opportunity to demonstrate their academic skills through the provision of adaptations and reasonable accommodations.

VI. COURSE OUTLINE/ASSIGNMENTS

A week starts on Monday 00:01 AM and ends on Sunday 11:59 p.m. U.S. Eastern Time in this course.

<table>
<thead>
<tr>
<th>Pre-Class Assignment/Outline of Session Topics and Activities:</th>
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<tbody>
<tr>
<td><strong>Note: Papers are due at the end of the Week, i.e. Sunday 11:59 PM</strong></td>
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<table>
<thead>
<tr>
<th>Week</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>Go over the syllabus to ensure all questions have been answered and students are ready to begin work. Library Services presentation</td>
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<tr>
<td>2</td>
<td>Review APA, Review Writing Center Protocols, Initial Individual meetings on the paper topic. Presentation of topics to classmates.</td>
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<tr>
<td>3</td>
<td>Individual meetings on the paper topic if warranted</td>
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<td>4</td>
<td>First paper, MSA 603 submitted for instructor review</td>
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<tr>
<td>5</td>
<td>Individual Feedback</td>
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<tr>
<td>6</td>
<td>Second paper, MSA 601 submitted for instructor review</td>
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<tr>
<td>7</td>
<td>Individual Feedback</td>
</tr>
<tr>
<td>8</td>
<td>Third paper, MSA 604 submitted for instructor review</td>
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<tr>
<td>9</td>
<td>Individual Feedback</td>
</tr>
<tr>
<td>10</td>
<td>Fourth paper, MSA 602 submitted for instructor review</td>
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<tr>
<td>11</td>
<td>Individual Feedback</td>
</tr>
<tr>
<td>12</td>
<td>Continue writing Final critical analysis paper</td>
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<tr>
<td>13</td>
<td>Final critical analysis paper submitted for instructor review</td>
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<tr>
<td>14</td>
<td>Individual Feedback</td>
</tr>
<tr>
<td>15</td>
<td>Individual Feedback</td>
</tr>
<tr>
<td>16</td>
<td>Student Assembles Portfolio and Creates a Professional Profile. Student presents project</td>
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Face-to-Face Meeting Dates and Times

Thursdays
Session 1: 29 August (Week 1)
Session 2: 5 September (Week 2)
Session 3: 19 September (Week 4)
Session 4: 3 October (Week 6)
Session 5: 21 November (Week 13)
Session 6: 12 December (Week 16) **NOTE:** This meeting may run longer due to presentations.

All meetings will go from 5:30 PM until 8:20 PM
VII. GUIDELINES AND PROCEDURES

A. Course Format:

Part I of the course will consist of classroom sessions. The students will receive instruction on the research methodology and the form and structure of the four papers as well as the critical analysis paper.

The instructor reviews the student's individual papers, notes any concerns, and, if necessary, returns them to the student with appropriate feedback (within one week of submittal). Student are to take the feedback seriously for future submissions. Ignored comments and reoccurring errors will receive escalating grade penalties.

Part II consists of student research, analysis of data, and writing with continuing feedback between student and instructor on the progress of research and writing. The process is complete when the final critical analysis paper has been received and accepted.

The completed papers are due periodically throughout the course. If the papers are not completed, due to extenuating circumstances, the instructor may assign a grade of “I.” Conditions of the "I" grade are described on Pages 7 & 8 of this syllabus.

B. Your papers must reflect master's level writing. You can expect the 4 papers and the final critical analysis paper will require a minimum of 150-clock hours of work for completion. Cognitive tasks must be specifically designed to relate directly to the student's professional work assignments, or the approval of the instructor. The papers should be of sufficient depth to deal completely with the issue. Minimum length is 8 pages with a maximum of 10 pages for each of the 4 papers, and 12-15 written pages for the final critical analysis, excluding tables, graphs, and appendixes.

Students will produce 4 papers and a final critical analysis paper related to their area of concentration. Papers 1-4 follow the same issue or organization or problem.

1. Paper 1 applies content and theory from MSA 603 Strategic Planning for the Administrator to an issue/problem/research related to the student’s concentration.
2. Paper 2 applies content and theory from MSA 601 Organizational Dynamics and Human Behavior to the same issue/problem/research developed in paper 1 and is related to the student’s concentration.
3. Paper 3 applies content and theory from MSA 604 Administration, Globalization and Multiculturalism to the same issue/problem/research developed in papers 1 and 2 and is related to the student’s concentration.
4. Paper 4 applies content and theory from MSA 602 Financial Analysis, Planning and Control to the same issue/problem/research developed in papers 1-3 and is related to the student’s concentration.
5. The final critical analysis paper draws conclusions and makes recommendations based on the insights discovered in papers 1-4. NOTE: The final critical analysis paper includes a Professional Profile, i.e. Resume, as an appendix or submitted as a stand-alone document.
Each of the 5 papers must include the following:

1. Title Page. The title should be descriptive and suggest the paper’s purpose
2. Table of Contents (TOC)
3. Contain an introduction, body of paper, and conclusion.
4. Appendices (if applicable):
5. Reference List (every citation, in the Text, must be correctly listed in the Reference List) The References in the back of this Syllabus are in correct A.P.A. Format! There must be 6 to 10 scholarly references per paper.
6. If you have more than one Table, a List of Tables Page follows the TOC
7. If you have more than one Figure, a List of Figures Page follows the TOC or the List of Tables Page (if there is a List of Tables Page).

The final critical analysis report presentation

The presentation should be brief (approximately eight minutes) and should be accompanied by a short PowerPoint or other visual presentation medium. There will be a Q&A session by the class after each presentation.

Students must follow the most recent edition of the A.P.A. Publication Manual, when submitting the papers required for this course.

Format:

a. Blank page
b. Executive Summary
c. Title Page
d. Table of Contents
e. List of Tables (optional)
f. List of Figures (optional)
g. The Text
h. References

Copies:

- The student must submit all five papers electronically to the instructor in the course Blackboard shell.
- Students should always retain a copy of any materials submitted to the instructor.

Post-Class Assignment: None

Assignment Due Dates: see course calendar/outline (above)

Student-Involvement Hours: 150+
VII. CRITERIA FOR EVALUATION

<table>
<thead>
<tr>
<th>Assignment(s)</th>
<th>Point(s)</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Paper 1 (MSA 603)</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Paper 2 (MSA 601)</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Paper 3 (MSA 604)</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Paper 4 (MSA 602)</td>
<td>100 points</td>
<td>20%</td>
</tr>
<tr>
<td>Final critical analysis paper*</td>
<td>100 points</td>
<td>20% (15% paper, 5% presentation)</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>500 points</strong></td>
<td><strong>100%</strong></td>
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</table>

*Must complete the critical analysis paper to receive credit for the course

Grading Scale:

- 94% or above : A
- 87% - 89% : B+
- 77% - 79% : C+
- 90% - 93% : A-
- 84% - 86% : B
- 74% - 76% : C
- 80% - 83% : B-
- Below 74% : E

NOTE: CMU does not employ C- or D grades in graduate classes.

Notes Relevant to how the course is conducted

- Late papers will be penalized one grade per day late, i.e. an A becomes an A-.
  No papers will be accepted after being late more than six days.
- Type of Performance: Submitted/Approved Final Project
- Evaluation Criteria: Quality of the Content, the Scope, the Depth, and the format.
- Rewrites: *One rewrite after initial grading will be permitted on paper #1.* No rewrites on subsequent papers
- There are NO “Free Reads” in this course
- Attendance Policy: Students are expected to attend all scheduled class meetings. Missed class meetings will result in a one grade deduct of the overall grade
- Class Engagement: Students are expected to participate in class discussion.
- Extra Credit: None
- Review Grading Rubrics

Incomplete: MSA 698 students are expected to complete all papers within the semester course dates. Incompletes will not be considered except in documented extenuating circumstances. *Students who have not satisfactorily completed the first 2 papers will not be eligible for an incomplete grade.* Instructors have discretion in assigning the incomplete if there are circumstances outside of the student’s control which delay completion of the project.

University policy cites that an incomplete grade is assigned only in cases in which the student has completed satisfactorily the major portion of the course requirements with a grade of B or better and has convinced the instructor of her or his ability to complete the remaining work without reregistering for the course. “I”’s are not to be given to a student who is already doing failing work. *Inherent in the assignment of an incomplete grade is the expectation the quality of the work is satisfactory and at a graduate level.*
If an Incomplete grade is assigned, students will have 30 days from the end of class to complete the project. If a student does not qualify for an incomplete grade, a grade of “E” will be assigned.

*If a student does not qualify for an incomplete grade by having satisfactorily completed 2/5 of the required coursework a grade of “E” will be assigned.*

Copies of Assignments: Attention CMU students - The responsibility is yours to retain a copy of any materials that you email to your instructor.

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Library Services:** Check out the Park Library web site at http://www.lib.cmich.edu/ for library hours and resources. The reference desk can be e-mailed at libref@cmich.edu.

**Academic Dishonesty:** Written or other work which students submit must be the product of their own efforts. Plagiarism, cheating, and other forms of academic dishonesty, including dishonesty involving computer technology, are prohibited. Further information on Academic Dishonesty can be found in the current Graduate Bulletin.

**ADA:** CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TDD (989) 774-2568.

**VRC (Veterans Resource Center):** The VRC serves CMU students who are; Veterans, Active Military (including National Guard and Reserve), Spouses and dependents of Veterans and Active Military.

The VRC Staff helps students:
- Get the most out of their CMU experience,
- Access educational benefits, including those applicable to spouses and dependents
- Build academic and social networks,
- Successfully make the transition from military environments to our centers across the U.S., our main campus, or online learning.

Veterans’ Resource Center Contacts -
- Phone: (989) 774-7991
- Email: veterans@cmich.edu

**Note:** If you care to speak with Dr. Hayes privately about a topic please feel free to do so.

**X. SELECTED BIBLIOGRAPHY**

See the course syllabi for all Core courses.